

MEETING DATE:  
APRIL 16, 2020 12:30pm



Facilitator: Eric Harrold

**THIS MEETING IS HELD VIA TELECONFERENCE/WEBINAR DUE  
TO COVID 19 RESTRICTIONS**

Computer link: <https://zoom.us/j/766475061?pwd=M3lHQytSeCtESlRqb09lM25CdnQxQT09>

**Phone in: (253)215-8782 or (301)715-8592 Webinar ID: 766 475 061**

**FINANCIAL PLANNING COMMITTEE  
MEETING AGENDA**

Commission Members: Kathy Kossick (Chair), Beth Hassett (Vice-Chair), Lee Turner-Johnson

Advisory Committee Members: Ernie Brown, Walter Wyniarczuk

1. Call to Order/Roll Call
2. Public Comments on Off-Agenda Items
3. Approve Draft Action Summary of October 17, 2019
4. Receive Staff Updates
5. Review and Approval of Proposed Recommended Budget for FY 2020-21
6. Review and Comment on Financial Statements
7. Committee Member Comments

Location: 2750 Gateway Oaks Dr., #330, Sacramento, CA 59833  
Quarterly/Third Thursday of the month  
First 5 Conference Room

**First 5 Sacramento Commission  
Financial Planning Committee (FPC) Meeting  
April 16, 2020**

**Fiscal Year 2020-21 First 5 Recommended Budget Letter**

Background

Sacramento County's Ordinance Section 2.99.130, First 5 Sacramento Commission – Budget, states “The Commission’s budget for any fiscal year shall be submitted to the County for review and comment prior to its adoption by the Commission.” In order to meet this requirement, the budget for consideration by the Financial Planning Committee was submitted to the County Executive’s Office on February 21, 2020. Comments and changes recommended by this committee will be incorporated into the budget version presented to the Commission for adoption on May 4, 2020. Any changes or comment by the Commission will be made to the recommended budget prior to the June budget hearings before the Sacramento County Board of Supervisors. The First 5 recommended budget for fiscal year (FY) 2020/21 represents the third and final year of the Commission’s three-year 2018 Strategic Plan.

Current Situation

The FY 20/21 recommended budget is consistent with the Implementation Plan adopted by the Commission. Major impacts to the FY 20/21 budget include the water fluoridation project in Arden is forecasted to be expended in FY 19/20 resulting in \$1.4 million reduction in the budget for FY 20/21. Proposition 10 funding is expected to be reduced by \$260 thousand based on revised projections provide by the California Department of Finance.

The net impact of all budget adjustments between FY 19/20 and 20/21 result in a reduced budget request of \$24.2 million down from \$25.9 million or a reduction of \$1.7 million.

**Expenditures:** The FY 20/21 recommended budget represents \$24.2 in expenditures. This includes \$2.2 million in staff salaries and benefits; \$21.2 million in contracts or professional services; \$450 thousand in services and supplies; and \$275 thousand in allocated costs.

**Revenue:** Revenues are projected to be \$17.4 million across all funding sources. The revenue projection reflects a \$200 thousand reduction in MAA funding and a reduction in Proposition 10 funding of \$260 thousand due to revision of State estimates on from Proposition 56 collections. These are offset by a \$130 thousand increase in anticipated interest.

**Reserve Fund:** Based on the Financial Status Report through the end of December 2019, the Reserve Fund is estimated to have a FY 20/21 beginning balance of \$18.7 million and a Fund Balance of \$2.7 million. In order to meet the budgeted obligations for FY 20/21, a Reserve release of \$4 million is required. This action will leave an ending Reserve balance of \$14.7 million which is consistent with the Ten Year Financial Plan.

Staff Recommendations

1. Approve Fiscal Year 2020-21 Recommended Budget
2. Approve the Ten Year Financial Plan

Attachments

1. Budget Highlights
2. Budget Detail
3. Ten Year Financial Plan





**FY 20/21**

FY 18/19  
Actual

FY 19/20 Final  
Budget

FY 19/20  
Forecasted  
Expenditures

FY 20/21  
Recommended  
Budget

TOTAL ADMIN

TOTAL  
PROGRAM

#5 - ATT 2

Friday, April 10, 2020

FTE

5.10

7.90

TOTAL EXPENSES

21,477,120

25,885,162

23,675,862

24,137,810

1,111,755

23,026,056

GL Account #

GL Account

4.61%

95.39%

10111000	REGULAR EMPLOYEES	1,181,557	1,404,813	1,308,982	1,404,759	468,938	935,821
10114100	PREMIUM PAY	31,702	36,040	35,275	37,018	6,222	30,796
10114300	ALLOWANCES	8,064	10,584	8,685	10,008	2,678	7,330
10115200	TERMINAL PAY	55,534	0	28,366	0	0	0
10121000	RETIREMENT	220,859	287,676	269,475	305,069	100,394	204,675
10121300	HEALTH SVGS-ER	7,550	8,450	8,135	8,450	3,315	5,135
10121400	401A - PLAN	8,188	10,997	9,738	11,420	1,919	9,501
10122000	OASDHI	90,364	101,830	97,191	98,711	35,322	63,389
10123000	GROUP INS	116,322	140,956	154,523	183,755	69,952	113,804
10112400	COMMITTEE MEMBER	2,100	1,450	980	1,450	1,450	0
10121100	1995 Pension Obligation Bonds - ACP	96,383	92,569	92,569	90,434	35,478	54,956
10121200	2004 Pension Obligation Bonds - ACP	46,352	46,107	46,107	43,840	17,199	26,641
10124000	Workers' Compensation - ACP	0	0	0	2,121	832	1,289
10125000	Unemployment Insurance - ACP	5,593	157	157	161	63	98
<b>10 - SALARIES AND EMPLOYEE BENEFITS</b>		<b>1,870,568</b>	<b>2,141,629</b>	<b>2,060,183</b>	<b>2,197,196</b>	<b>743,762</b>	<b>1,453,434</b>
20205200	INS PREMIUM	34,073	39,678	35,503	40,325	15,820	24,505
20254100	PERSONNEL SVC	21,359	32,222	32,222	0	0	0
20254110	LABOR RELATIONS SVC	1,413	1,727	1,727	0	0	0
20281301	FINANCE GEN ACCOUNTING	1,476	1,303	1,303	0	0	0
20281302	FINANCE PAYROLL	603	590	590	0	0	0
20281303	FINANCE PAYMENT SERVICES	2,374	2,323	2,323	0	0	0
20281304	FINANCE SALES TAX ADJ -BOE AD	0	0	(59)	0	0	0
20281305	FINANCE AUDITS	507	487	487	0	0	0
20281306	FINANCE SYSTEM CONTROL & RECON	901	841	841	0	0	0
20291000	Countywide IT Services - ACP	15,030	12,923	12,923	11,731	4,602	7,129
20291100	DTech Labor - ACP	19,746	25,984	25,984	5,824	2,285	3,539
20291200	DTech Fee - ACP	13,155	13,740	13,740	12,149	4,766	7,383
20291301	Finance General Accounting - ACP	0	0	0	1,407	552	855
20291302	Finance Payroll Services - ACP	0	0	0	593	233	360
20291303	Finance Payment Services - ACP	0	0	0	2,754	1,080	1,674
20291305	Finance Internal Audits - ACP	0	0	0	489	192	297
20291306	Finance System Control & Recon - ACP	0	0	0	874	343	531
20291400	County Executive Cabinet - ACP	7,225	7,957	7,957	8,226	3,227	4,999
20291600	WAN Charges - ACP	21,814	19,835	19,835	21,524	8,444	13,080
20291700	Alarm Services - ACP	2,957	3,064	3,064	3,090	1,212	1,878
20292300	Messenger Services - ACP	3,662	3,664	3,664	3,559	1,396	2,163
20292500	Purchasing Services - ACP	3,314	2,593	2,593	1,853	727	1,126
20294200	Facility Use - ACP	669	644	644	657	258	399
20294300	Lease Property - ACP	145,284	148,459	148,459	152,120	59,678	92,442
20295102	Benefit Admin Svcs - ACP	0	0	0	1,959	769	1,190
20295103	Employment Services - ACP	0	0	0	4,482	1,758	2,724
20295104	Training Svcs - ACP	0	0	0	961	377	584
20295105	DPS Dept Svcs Teams - ACP	0	0	0	6,513	2,555	3,958
20295106	401A Plan Admin Svcs - ACP	0	0	0	196	77	119
20295107	Labor Relations - ACP	0	0	0	1,738	682	1,056
20295400	Safety Program - ACP	0	0	0	135	53	82
20298300	Surplus Property - ACP	445	409	409	411	161	250
20298700	Telecommunication - ACP	21,069	21,735	21,735	19,854	7,789	12,065
20202400	PERIODICAL/SUSCRIPTS	50	50	50	50	50	0
20202900	BUS/CONFERENCE EXP	4,997	21,716	21,716	8,000	3,000	5,000
20203100	BUSINESS TRAVEL	7,559	4,000	4,000	17,716	2,159	15,557
20203500	ED/TRAINING SVC	25,690	16,050	16,050	18,050	2,000	16,050
20203600	ED/TRAINING SUP	17,921	36,853	36,853	34,853	1,653	33,200
20203800	EMPLOYEE RECOGN	300	800	800	800	800	0
20203900	EMP TRANSPORTAT	2,879	3,000	3,000	3,000	3,000	0
20206100	MEMBERSHIP DUES	32,437	32,540	32,540	32,540	32,540	0
20207600	OFFICE SUPPLIES	5,185	7,700	5,300	7,000	6,400	600
20208100	POSTAL SVC	0	175	175	100	100	0
20208500	PRINTING SVC	9,030	10,800	8,100	10,000	8,200	1,800
20222700	CELL PHONES	0	0	0	2,318	2,318	0
20226100	DTECH EQUIPMENT MAINTENANCE	0	0	0	609	609	0
20250500	ACCOUNTING SVC	27,551	36,874	36,874	36,874	36,874	0
20250600	INVESTMENT SVC	1,568,500	79,000	56,436	42,000	0	42,000
20253100	LEGAL SVC	10,629	13,000	9,408	13,000	13,000	0
20259100	OTHER PROF SVC	17,414,048	23,067,438	20,911,716	21,222,115	58,910	21,163,205
20259105	MEDIA SERVICES	61,050	0	90,000	90,000	0	90,000
20271100	DTECH DESKTOP SUPPORT	0	0	0	21,780	21,780	0
20281100	DATA PROCESSING SVC	0	0	0	0	0	0
20281200	DATA PROCESSING SUP	28,386	13,000	5,000	13,000	8,000	5,000
20281202	MS ENTERPRISA AGRMT (EA)	0	0	0	871	871	0
20283200	INTERPRETER SVC	0	400	0	400	0	400
20288000	PRIOR YR SVC & SUP EXP	19,100	0	0	0	0	0
20289900	OTHER OP EXP SVC	324	400	688	700	700	0
20291300	AUDITOR/CONTROL SVS	34,014	38,100	23,500	38,100	38,100	0
20292100	GS PRINTING SVC	5,934	11,100	8,950	11,100	2,000	9,100
20292200	GS MAIL/POSTAGE	732	800	96	800	200	600
20292800	GS EQUIP RENTAL LT	144	0	0	0	0	0
20296200	GS PARKING CHGS	1,068	2,000	924	2,000	2,000	0
<b>20 - SERVICES AND SUPPLIES</b>		<b>19,594,604</b>	<b>23,735,974</b>	<b>21,608,120</b>	<b>21,931,200</b>	<b>364,300</b>	<b>21,566,900</b>
30348000	CW Cost Plan - ACP	11,948	7,559	7,559	9,414	3,693	5,721
<b>30 -</b>		<b>11,948</b>	<b>7,559</b>	<b>7,559</b>	<b>9,414</b>	<b>3,693</b>	<b>5,721</b>
94941000	INTEREST INCOME	(698,174)	(216,000)	(388,683)	(348,974)	(348,974)	0
95953000	MISC INTERGOVERNMENTAL REVENUE	(650,000)	(4,688,443)	(3,872,623)	(4,688,418)		(4,688,418)
95955500	MEDI-CAL ADMIN STATE	(1,514,439)	(900,000)	(734,556)	(700,000)	(700,000)	0
95956900	STATE AID - MONTHLY ALLOC	(12,494,578)	(11,891,170)	(13,211,830)	(11,628,000)	(11,628,000)	0
95959900	FED AID - CBCAP	(51,523)	(51,000)	(51,000)	(51,000)	(51,000)	0
97973000	DONATIONS	(12,250)	0	0	0	0	0
<b>95 - INTERGOVERNMENTAL REVENUE</b>		<b>(15,420,964)</b>	<b>(17,746,613)</b>	<b>(18,258,692)</b>	<b>(17,416,392)</b>	<b>(12,727,974)</b>	<b>(4,688,418)</b>

First 5 Sacramento Commission Ten Year Financial Plan  
 Fiscal Year 2018-19 Adopted Budget  
 July 5, 2018 Item 5 - ATTACHMENT 3



\*\*\*Dollars in Thousands\*\*\*

RESERVE FUND	2018 Strategic Plan			2021 Strategic Plan			2024 Strategic Plan				
	2018-19 Actual	2019-20 Projected	2020-21 Budget	2021-22	2022-23	2023-24	2024-25	2025-26	2026-27	2027-28	
Beginning Reserve Balance	\$ 25,142	\$ 23,095	\$ 18,722	\$ 14,722	\$ 12,018	\$ 8,899	\$ 5,484	\$ 4,958	\$ 4,113	\$ 3,014	
Fund Balance	\$ 7,774	\$ 3,765	\$ 2,721								
Reserve Release	\$ 2,047	\$ 4,373	\$ 4,000	\$ 2,704	\$ 3,119	\$ 3,415	\$ 527	\$ 845	\$ 1,099	\$ -	
<b>Year End Reserve Balance</b>	<b>\$ 23,095</b>	<b>\$ 18,722</b>	<b>\$ 14,722</b>	<b>\$ 12,018</b>	<b>\$ 8,899</b>	<b>\$ 5,484</b>	<b>\$ 4,958</b>	<b>\$ 4,113</b>	<b>\$ 3,014</b>	<b>\$ 3,014</b>	
<b>REVENUE</b>											
Proposition 10	12,248	12,748	11,164	10,819	10,561	10,297	10,040	9,789	9,544	9,305	81,518
First 5 MAA Claiming	239	90	80	80	60	60	60	48	48	48	484
B & B MAA Claiming	1,276	645	620	620	510	510	510	460	460	460	4,150
B & B CBCAP (Federal)	52	51	51	51	51	51	51	51	51	51	408
B&B CAPIT (State)	444	444	444	444	444	444	444	444	444	444	3,552
SMIF	16	20	20	15	15	14	14	14	13	13	118
Interest Income	316	389	349	147	120	89	55	50	41	30	881
CalWORKs/Other	662	3,873	4,688	4,688	0	0	0	0	0	0	9,376
<b>Total Revenue</b>	<b>\$ 15,253</b>	<b>\$ 18,259</b>	<b>\$ 17,416</b>	<b>\$ 16,864</b>	<b>\$ 11,761</b>	<b>\$ 11,465</b>	<b>\$ 11,173</b>	<b>\$ 10,855</b>	<b>\$ 10,601</b>	<b>\$ 10,351</b>	<b>\$ 100,488</b>
<b>EXPENSES</b>											
				SP Reduction: 25%			SP Reduction: 21%				
Health	1,614	1,542	1,391								
Dental	671	1,743	282								
Nutrition	791	726	804								
Early Care	1,110	1,078	1,124								
School Readiness	4,196	4,480	4,793								
Effective Parenting	11,283	8,194	8,473								
CalWORKS HVI	Incl'd in EP	3,513	4,681	4,688							
Community Connections	341	381	416								
Program Management	406	335	333								
Evaluation	445	562	511								
Policy, Advocacy, Sustainability	allocated	allocated	217								
Administration	1,107	1,113	1,112								
Future Allocations				14,880	14,880	14,880	\$ 11,700	11,700	11,700	10,351	
<b>Total Expenses</b>	<b>\$ 21,965</b>	<b>\$ 23,668</b>	<b>\$ 24,138</b>	<b>\$ 19,568</b>	<b>\$ 14,880</b>	<b>\$ 14,880</b>	<b>\$ 11,700</b>	<b>\$ 11,700</b>	<b>\$ 11,700</b>	<b>\$ 10,351</b>	<b>\$ 118,917</b>

Prop 10 Assumption - State projection followed by natural 2.5% decline

Interest Rate Assumption - 5 yr ave less 19% decrease in reserve, 1% after

State Estimates		-2.5%	-2.5%	-2.5%	-2.5%	-2.5%
5 yr. ave.	1.0%	1.0%	1.0%	1.0%	1.0%	1.0%

Result Area	Implementation Plan Adjustments
Cal WORKs HVI	\$ 4,681 Direct funding grant not counted as part of the Implementation Plan funds
Health	\$ (240) Staff time and costs in the 3 year Implementation Plan that are now covered by CalWORKs funding
All Result Areas	\$ (79) Adjustments due to contractors taking unequal contract amounts in the first year and operational efficiency savings.
<b>Sum of Adjustments</b>	<b>\$ 4,362</b>
<b>Adjusted Fiscal 20/21 Budget</b>	<b>\$ 19,776</b>

**FIRST 5 SACRAMENTO COMMISSION**  
**Financial Planning Committee**  
**April 16, 2020**

6

**Analysis of Financials for Period July 1, 2019 to March 31, 2020**

Report Period: 9 months  
% of Fiscal Year Complete: 75%

▶▶▶ Detail review of selected accounts and accounts greater than 80% expended compared to budget:

**20203100 Business Travel**

Budget: \$4,000  
Expended: \$10,212 (255%)

These expenses reflect cost associated with Executive Director attending the First 5 California Board meeting in Alameda; Executive Director and five program planners attending the Annual First 5 Summit; purchase of six airline tickets, hotel costs and other minor per diem costs for other travel. Multiple Staff attended multiple conference this fiscal year. Costs recorded in this account can also be charge to 20202900 Business/Conference Expense and vice versa. When both accounts are combined there is a total budget of \$37,766; expenditures of \$15,246; for a total of 40% expended which is well within budget.

**20203500 Ed/Training Svc**

Budget: \$16,050  
Expended: \$15,068 (94%)

This general ledger (G/L) account is where much of the First 5 social media advertising is paid and is similar to account 20203600 Ed/Training Supplies; Social Media advertising have been paid for this entire fiscal year. Both accounts are used for similar concepts but one is for supplies and the other for services. It is not always known during the budget process how much will be needed specific to service or supply. When the accounts are combined, the total budget is \$52,903 and total expenditures are \$26,799 for a rate of 51% expended.

**20203900 Employee Transportation**

Budget: \$3,000  
Expended: \$2,420 (81%)

This G/L account is used to reimburse employees for mileage driven in personal vehicles for County business. The Commission's Media Coordinator has had to travel throughout the county arranging, coordinating, and participating in many events related to First 5. In Q3 over 180 miles a month were averaged.

**20205200 Ins Premium**

Budget: \$39,678  
Expended: \$31,901 (80%)

This G/L account is used to pay insurance premiums. A bulk of the premium has been paid in the beginning of the year and does not model a straight line average (ie. consistent monthly cost).

**20289900 Other Operating Services**

Budget: \$400  
Expended: \$515 (129%)

Clean water filtration system. Used to provide water to First 5 staff and meeting attendees at the First 5 location. This system is more efficient and less expensive than providing bottled water to meeting attendees. Also in this G/L are expenses for lunches that were provided to the Strategic Planning Committee members since the meeting was held during lunchtime. It appears this account should be budgeted around \$600 or \$50/month in the future and changes made as to where catering would be charged.

▶▶▶ Revenue Analysis

**MAA**

The third quarter revenue received is as follows: MAA revenue \$178,428; CBCAP and CAPIT \$193,622; Prop 10 \$8,759,777 (resulting from delayed payments early in the year); Earned interest \$127,415; and CalWORKs \$825,734; were all received in third quarter. SMIF is received once a year at the end of the year.

First 5 Sacramento Commission

Results of Operations

For the Fiscal Year Through March 31, 2020

#6 - ATT 1	Account Description	Budget	Total Actual	% of Budget
	Salaries	\$1,451,437	\$975,550	67%
	Benefits	690,192	482,246	70%
	<b>Total Salaries &amp; Benefits</b>	<b>\$2,141,629</b>	<b>\$1,457,795</b>	<b>68%</b>
20202400	Periodical/Suscripts	50	-	0%
20202900	Bus/Conference Exp	21,716	5,034	23%
20203100	Business Travel	4,000	10,212	255%
20203500	Ed/Training Svc	16,050	15,068	94%
20203600	Ed/Training Sup	36,853	11,731	32%
20203800	Employee Recogn	800	34	4%
20203900	Emp Transportation	3,000	2,420	81%
20205200	Ins Premium	39,678	31,901	80%
20206100	Membership Dues	32,540	-	0%
20207600	Office Supplies	7,700	3,625	47%
20208100	Postal Svc	175	-	0%
20208500	Printing Svc	10,800	2,539	24%
20250500	Accounting Svc	36,874	19,972	54%
20250600	Investment Svc	79,000	34,639	44%
20253100	Legal Svc	13,000	5,600	43%
20254100	Personnel Svc	32,222	24,166	75%
20254110	Labor Relations Svc	1,727	1,295	75%
<b>20259100</b>	<b>Other Prof Svc</b>	<b>21,558,825</b>	<b>10,567,329</b>	<b>49%</b>
20259105	Media Svc	90,000	14,000	16%
20281200	Data Processing Sup	13,000	597	5%
20281301	Finance Gen Accounting	1,303	977	75%
20281302	Finance Payroll	590	443	75%
20281303	Finance Payment Svc	2,323	1,683	72%
20281305	Finance Audits	487	365	75%
20281306	Finance System Control	841	631	75%
20283200	Interpreter Svcs	400	-	0%
20289900	Other Oper. Svc	400	515	129%
20291000	CountyWide IT Svcs	12,923	9,690	75%
20291100	System Dev Svc	25,984	6,497	25%
20291200	System Dev Sup	13,740	9,457	69%
20291300	Auditor Svcs	38,100	23,500	62%
20291400	Co Exec Cab Svc	7,957	5,968	75%
20291600	Wan Allocation	19,835	14,875	75%
20291700	Alarm Svcs	3,064	2,298	75%
20292100	GS Printing Svcs	11,100	6,877	62%
20292200	GS Postage	800	78	10%
20292300	GS Messenger	3,664	2,723	74%
20292500	GS Purchasing	2,593	1,945	75%
20294200	Cnty Facility Use Chg	644	483	75%
20294300	Leased Prop Use	148,459	97,423	66%
20296200	GS Parking	2,000	1,041	52%
20298300	GS Surplus Prop Mgmt	409	307	75%
20298700	Telephone Svcs	21,735	15,834	73%
30348000	Co Wide Cost Alloc (A87)	7,559	5,571	74%
	<b>Total Services &amp; Supplies</b>	<b>22,324,920</b>	<b>10,959,343</b>	<b>49%</b>
	<b>Total Expenditures</b>	<b>\$24,466,549</b>	<b>\$12,417,138</b>	<b>51%</b>
94941000	Interest	\$216,000	133,853	62%
95953000	CalWORKs/PEI	\$3,269,830	1,286,047	39%
95955500	Medi-Cal State Aid	900,000	585,321	65%
95956900	State - Prop 10	11,437,170	9,570,510	84%
95956900	State - CAPIT	444,000	429,878	97%
95956900	State - SMIF	10,000	-	0%
95959900	Federal Aid - CBCAP	51,000	30,302	59%
	<b>Total Revenue</b>	<b>\$16,328,000</b>	<b>12,035,911</b>	<b>74%</b>



**First 5 Commission Sacramento  
Results of Operations  
For the Period Ending March 31, 2020**

Descriptions	Budget	Actual	(Over) Under Budget	% Remaining Budget
<b>A. REVENUE</b>				
Tobacco Tax Allocation	11,437,170	9,570,510	1,866,660	
MAA - Federal Funding	900,000	585,321	314,679	
CBCAP/CAPIT	495,000	460,180	34,820	
Interest Earnings	216,000	133,853	82,147	
CalWORKs HVP	3,269,830	1,286,047	1,983,783	
Other Income and Adjustments	10,000	-	10,000	
<b>TOTAL SOURCES OF FUNDS</b>	<b>16,328,000</b>	<b>12,035,911</b>	<b>4,292,089</b>	<b>26%</b>
<b>B. FUNDED PROGRAMS</b>				
<b>Health</b>	<b>1,651,157</b>	<b>920,542</b>	<b>730,615</b>	<b>44%</b>
Personnel	131,464	70,827	60,637	
Professional Svcs	1,494,631	834,343	660,288	
Media & Program Support	25,062	15,372	9,690	
<b>Dental</b>	<b>1,734,456</b>	<b>682,789</b>	<b>1,051,667</b>	<b>61%</b>
Personnel	43,518	27,400	16,118	
Professional Svcs	300,000	247,789	52,211	
Capital Projects	1,354,151	400,950	953,201	
Media & Program Support	36,787	6,650	30,137	
<b>Nutrition</b>	<b>806,827</b>	<b>401,431</b>	<b>405,396</b>	<b>50%</b>
Personnel	43,821	23,609	20,212	
Professional Svcs	751,319	371,304	380,015	
Media & Program Support	11,687	6,518	5,169	
<b>Early Care</b>	<b>1,116,880</b>	<b>485,209</b>	<b>631,671</b>	<b>57%</b>
Personnel	17,347	10,335	7,012	
Professional Svcs	1,091,858	471,015	620,843	
Media & Program Support	7,675	3,860	3,815	
<b>School Readiness</b>	<b>4,787,031</b>	<b>1,814,268</b>	<b>2,972,763</b>	<b>62%</b>
Personnel	173,370	105,168	68,202	
Professional Svcs	4,554,651	1,668,681	2,885,970	
Media & Program Support	59,010	40,420	18,590	
<b>Effective Parenting</b>	<b>8,423,719</b>	<b>4,931,391</b>	<b>3,492,328</b>	<b>41%</b>
Personnel	103,118	72,689	30,429	
Professional Svcs	8,190,653	4,806,340	3,384,313	
MAA Pymt Fees	79,000	34,639	44,361	
Media & Program Support	50,948	17,722	33,226	
<b>CalWORKs HVI</b>	<b>3,264,830</b>	<b>1,493,523</b>	<b>1,771,307</b>	<b>54%</b>
Personnel	130,553	82,201	48,352	
Professional Svcs	3,106,339	1,398,028	1,708,311	
Media & Program Support	27,938	13,294	14,644	
<b>Community Connections</b>	<b>417,345</b>	<b>251,945</b>	<b>165,400</b>	<b>40%</b>
Personnel	173,473	113,975	59,498	
Professional Svcs	207,223	114,124	93,099	
Media & Program Support	36,649	23,846	12,803	
<b>Policy, Advocacy, and Sustainability</b>	<b>215,079</b>	<b>115,981</b>	<b>99,098</b>	<b>46%</b>
<b>Program Management</b>	<b>336,658</b>	<b>214,470</b>	<b>122,188</b>	<b>36%</b>
<b>Total Funded Programs</b>	<b>22,753,982</b>	<b>11,311,550</b>	<b>11,442,432</b>	<b>50%</b>
<b>C. OPERATING EXPENSES</b>				
Personnel	778,113	565,358	212,755	27%
Direct Operating Expenses	219,175	100,025	119,150	54%
Allocated Operating Expenses	144,445	95,718	48,727	34%
<b>D. PROGRAM EVALUATION</b>				
<b>TOTAL EXPENDITURES</b>	<b>570,834</b>	<b>344,487</b>	<b>226,347</b>	<b>40%</b>
<b>TOTAL EXPENDITURES</b>	<b>24,466,550</b>	<b>12,417,138</b>	<b>12,049,411</b>	<b>49%</b>